



Building an Intentional Culture

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Learning Objectives

1. Deepen understanding of mission, vision, values and how they are incorporated into your organization
2. Be able to define your own organizational culture and will be provided with tools to set the culture that is desired by leadership
3. Understand what is needed for their center's core values and organizational culture to work together resulting in a thriving and joyful team

Your Mission:

Starting with the Basics

The “WHY”

- ❖ Martin Luther King’s famous speech was “I have a dream...” not “I have a plan.”
- ❖ People are inspired by dream
- ❖ They want to know the “why” more than the “how”
- ❖ We follow leaders not because of what they do but because of how we feel
- ❖ The umbrella to inform all your programs
- ❖ Team members should know it and live it out daily

Your “What”

- ❖ The answer to “what do we hope to achieve?”
- ❖ The driving force behind your mission
- ❖ Simple and succinct is best (easy to remember)
- ❖ Vision exercises: Hot Pen, Future Newspaper story



“To enable shoppers to live richer lives for less”

Vision:

Expanding Your Mission

Core Values:

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- Your “how”
- How we operate daily – Board, staff, volunteers
- Is our whole team consistent in how they carry out their work?
- Personal values vs. organizational values
- Do you have defined core values? Does your Board and staff know what they are? How were they chosen?

What is culture anyway?

Workplace culture is the shared personality of an organization, defined by its values, beliefs, attitudes, and behaviors. It is the collective environment and atmosphere that employees work in, guiding how they interact, make decisions, and feel about their jobs. This culture is shaped by both written policies and unwritten rules that have been learned and reinforced over time through the organization's history.

Steve Jobs: "Culture eats strategy for breakfast."

How do things get done at your center?

- ◆ Are there clear expectations for who does what when?
- ◆ Is there regular communication among staff?
- ◆ Weekly, monthly, quarterly, annually plans that are reviewed regularly?
- ◆ Are tasks carried out in a manner to support the culture and core values set by leadership?



The Importance of Feedback

What is right for your center?

In Person, In a Group Setting, With an Outside Facilitator, or by Survey

- ❖ Take time to do an organizational assessment and answer culture-based questions
- ❖ Invite feedback and honesty
- ❖ Identify where there are areas of improvement or changes that need to be made to shift culture towards what the leadership desires
- ❖ Don't do this alone ... have a feedback/accountability team or task force and make it a group project

Choose Joy at Work

Avoid these myths of working for non-profit organizations:

*Drudgery

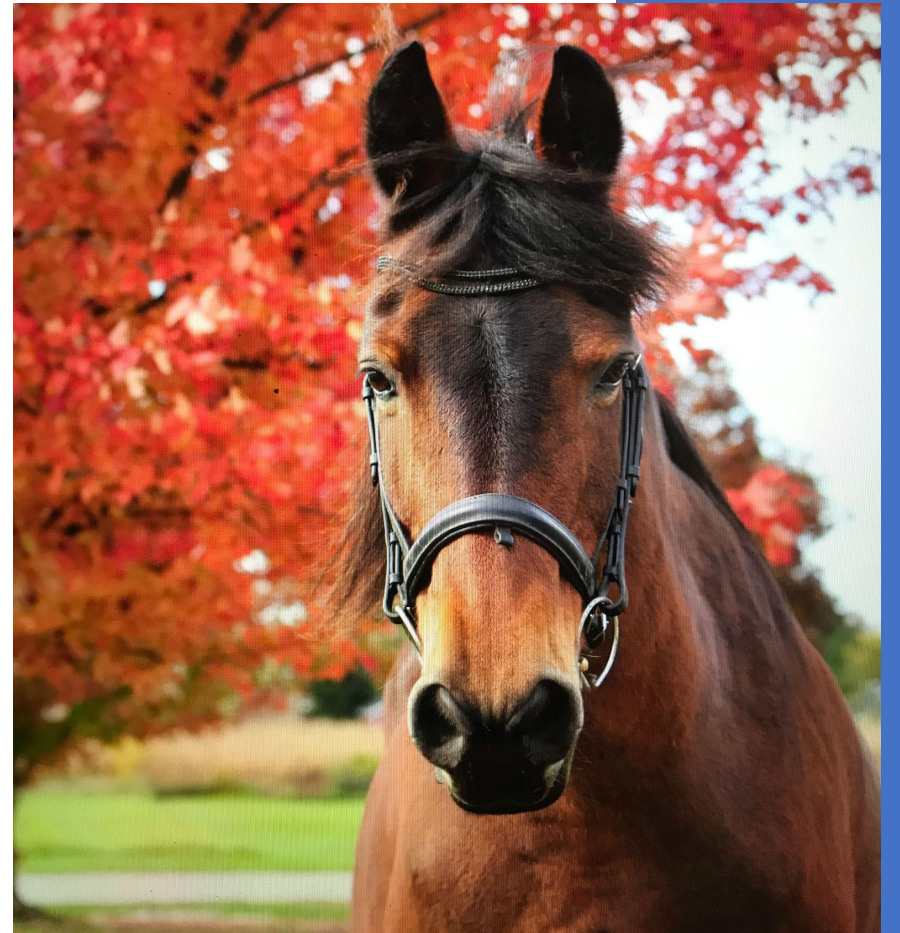
*Sacrifice

*Separation from what brings us joy

*Perfection

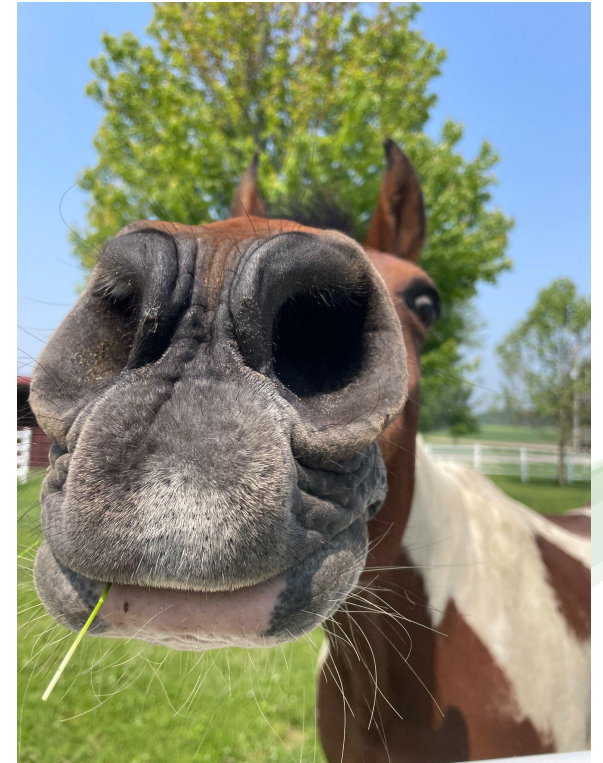
*Low Value

What about work/life balance?



Does your culture encourage play?

- **Play fosters innovation at work**
- **Play unites team members**
- **Play lets us bring more of ourselves to work**
- **Play helps us blow off steam**
- **Play builds relationships and trust**



Reject Hustle Culture

Don't fall victim to the always-on, go-without-stopping, busy-is-cool lifestyle. This leads to burnout, turnover, and frustration.

Reasons to break the busyness habit:

- 1) Clearer Thinking
- 2) Better Health
- 3) Social Modeling
- 4) Development of Team



It is the responsibility of the leadership of the center to set an intentional culture, shaped by agreed-upon core values that are consistent with the mission and vision. Organizational culture that supports a growth mindset, fosters joy, and values feedback from team members will be more resilient and experience less turnover while attracting high-level talent. Centers that operate this way experience more overall success in fulfilling their mission and vision.

Conclusion





Potential Questions To Ask Yourself and Your Team

1. Does your center have a known mission, vision and stated core values? Where are they posted? How are they communicated?
2. How would you describe the culture at your center? Is the culture you currently have intentionally set by leadership, or did it just happen based upon who is there?
3. Does your team find joy in their work? Why or why not?
4. What is one thing you could do to improve the culture at your center next month?

Questions?

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